

# CITY OF NEWPORT NEWS

## EMPLOYEE PERFORMANCE EVALUATION AND DEVELOPMENTAL INSTRUMENT

### Employee Information

Employee Name	Employee ID	Position	Position Code	Hire Date	Grade	Current Salary
Supervisor	Department		Evaluation Period		Current Quartile	Time in Position

### Reason for Review

Annual Review ☐
 Probationary Review ☐
 Counseling ☐
 Transfer/Reassignment ☐
 Transitional/Unofficial ☐

### Performance Evaluation Questions

Job description is current based on the employee's duties and responsibilities. Yes ☐ No ☐

Employee has any license, certification, or qualification required for the position. Yes ☐ No ☐ N/A ☐

Additional Comments: \_\_\_\_\_

### Notification of Standards

Employee:	Supervisor:	Reviewer:
Date:	Date:	Date:

### Progress Review Signatures

Employee:	Supervisor:
Date:	Date:

### Performance Evaluation Signatures

Employee:	Supervisor:	Reviewer:	Director/Designee:
Date:	Date:	Date:	Date:

Rating Area	Task 1	Task 2	Task 3	Task 4	Task 5	Leading Attribute	Managing Attribute	Technical Skills Attribute	Team Skills Attribute	Total
Numerical Rating Score										

Numerical Rating Score		/		=	Numeric Summary Rating	
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### Overall Summary Rating

<input type="checkbox"/> Less Than Acceptable	<input type="checkbox"/> Meets	<input type="checkbox"/> Exceeds	<input type="checkbox"/> Outstanding
0.00 to 0.88	0.89 to 1.66	1.67 to 2.49; <i>and no rating area below meets</i>	2.50 to 3.00; <i>and no rating area below meets</i>

## SPECIFIC JOB PERFORMANCE STANDARDS

### How well did the employee succeed in meeting established task?

Fails to understand how the goal relates to the organizational vision and mission. Has not achieved the task assigned or has reluctantly achieved the minimum requirements.	Attempts to understand the goal in relation to the organizational vision and mission. Has completed the task assigned in accordance with defined criteria, considering extenuating circumstances.	Has a full understanding of the goal in relation to the organizational vision and mission. Has taken measures to complete the task assigned with results surpassing performance measures.	Demonstrates a complete understanding of the goal in relation to the organizational vision and mission. Has completed the task assigned, despite unforeseen challenges.
<b>Less Than Acceptable - 0</b>	<b>Meets - 1</b>	<b>Exceeds - 2</b>	<b>Outstanding - 3</b>

Task 1 Score: ____	Strategic Goal:
Task 1:	
Comments explaining overall performance rating:	

Task 2 Score: ____	Strategic Goal:
Task 2:	
Comments explaining overall performance rating:	

Task 3 Score: ____	Strategic Goal:
Task 3:	
Comments explaining overall performance rating:	

Task 4 Score: ____	Strategic Goal:
Task 4:	
Comments explaining overall performance rating:	

Task 5 Score: ____	Strategic Goal:
Task 5:	
Comments explaining overall performance rating:	

## ATTRIBUTE: LEADING

**Leading Element 1: How well does the employee demonstrate the shared vision and values of the City of Newport News and their Department and assist in moving our local government towards its mission?**

Does not understand how their leadership responsibilities assist in meeting the mission and vision of the City and Department. Does not practice the City's values in their daily job performance. May or may not be making an effort to rectify.	Understands and realizes how leadership responsibilities assist in meeting the mission and vision of the City and Department. Understands the City's values. Employee demonstrates these understandings through MOST of their daily work activities.	Understands and realizes how leadership responsibilities assist in meeting the mission and vision of the City and Department. Understands the City's values. Employee demonstrates these understandings through ALL of their daily work activities.	Demonstrates and impresses upon others a clear understanding of how leadership responsibilities assist in meeting the mission and vision of the City and Department. Actively promotes and demonstrates understanding of the City's values in their daily work.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

**Leading Element 2: To what extent does the employee stay current on advances in his/her profession?**

Unwilling to attend training or participate in professional development activities to better their skill sets.	Is knowledgeable about current advances within their profession.	Understands and realizes how important professional development is. Attends some training and participates in some professional development activities.	Facilitates a high performance environment by showing initiative through constant learning. Is an individual who demonstrates leadership in their profession.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

**Leading Element 3: To what degree does the employee coach, mentor, and/or motivate others to make good decisions?**

Rarely guides others towards positive standards (attitude and performance) intended by the City.	Occasionally guides others towards positive attitude and performance.	Frequently guides others towards positive attitude and performance. Creates a positive environment where others are encouraged and motivated.	Consistently guides others towards positive attitude and performance. Creates a positive environment where others are encouraged and motivated. Consistently sets the example of a professional. Inspires others to perform accordingly.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

**Leading Element 4: To what degree does the employee serve and meet the needs of customers, including the public and fellow employees?**

Does not meet service standards. May appear indifferent to customer or employee concerns. Provides minimal response to customers and employees and may be discourteous.	Meets service standards including timely, courteous and informed responses to employees and customer inquiries and concerns. When an immediate response is not possible, the customer or employee is kept informed. Initial inquiries are addressed. Has a positive attitude about customer service and employee relations.	Exceeds service standards. Goes beyond basic inquiry to learn of and respond to relevant issues that may or may not be apparent initially. Consistently has a positive attitude about customers and employee relations.	Exceeds service standards. Goes beyond basic inquiry to learn of and respond to relevant issues that may or may not be apparent initially. Consistently has a positive attitude about customers and employees. Investigates individual issues to determine if a trend represents a systemic problem and then rectifies the cause through new practice or procedure.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

Total Leading Rating Score		/	4	=	Leading Numerical Rating Score	
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**ATTRIBUTE: MANAGING**

**Managing Element 1: How well does the employee accept authority and take responsibility for his/her job duties?**

Does not accept appropriate authority and responsibility for their job duties. Usually does not take responsibility for mistakes.	Accepts appropriate authority and takes responsibility for job duties specifically addressed in their job description. Takes responsibility for mistakes, though sometimes with unwarranted excuses.	Accepts appropriate authority and takes responsibility for job duties which are assigned to them. In many cases looks for additional assignments which are aligned with their knowledge, skills, and abilities. Takes full responsibility for mistakes and gives credit to those who assist in accomplishing tasks.	Always accepts appropriate authority and takes responsibility for job duties which are assigned to them. Consistently looks for ways in which they can help the organization through utilizing their knowledge, skills, and abilities in other areas. Takes full responsibility for mistakes and gives credit to those who assist in accomplishing tasks.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

**Managing Element 2: How well does the employee plan, organize, and accomplish his/her work, time and resources, and if applicable, that of subordinates?**

Plans and preparations often do not include pertinent elements. Does not monitor plan execution, resulting in backtracking and delays. Spends an inordinate amount of time responding to events that the employee should have anticipated.	Effectively applies planning, preparation and organizational skills. Assignments are accomplished in an acceptable manner.	Identifies resources required to complete assignment. Prepares either formally or informally, an effective work plan. Monitors progress and follows up to make sure assignment is accomplished as scheduled. Makes efficient use of available resources. Prepares a contingency plan.	Demonstrates the ability to anticipate what might otherwise be overlooked in the planning process. Sets up/uses monitoring and control tools to make sure assignment is accomplished as scheduled. Is well versed in the details of assignment execution while maintaining a view of the big picture. Ensures timely completion of all tasks, often ahead of schedule. Considers impact of work plan on others, including external agencies and individuals.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

**Managing Element 3: How well does the employee manage resources available to him/her in accomplishing his/her duties?**

Does not utilize resources available in the completion of job duties.	Manages available resources to accomplish required job duties.	Manages available resources and actively seeks out unlikely resources to successfully complete job duties.	Manages available resources and actively seeks out unlikely resources to successfully complete job duties. Resources utilized enhance the job duties to a standard far above what is required.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

**Managing Element 4: How well does the employee practice open communication with his/her peers, supervisors, and if applicable subordinates?**

Does not seek advice from others. Does not always listen to directions or advice when given. May relay information which is inaccurate to others. May be inarticulate in verbal or written communication.	Considers advice from others when given. Listens to directions provided for duties. Provides supervisor status updates on projects pending when requested.	Is receptive to advice from others and provides advice when appropriate. Listens to directions and provides directions in an approachable manner. Seeks input from those directly involved in projects. Keeps others informed about most major projects or happenings.	Is receptive to advice from others and provides advice when appropriate. Listens to directions and provides directions with encouragement for thinking outside the box. Seeks input from others before making decisions when possible. Keeps others informed about all major projects or happenings. Clarifies information when others do not have all the facts.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

Total Managing Rating Score		/	4	=	Managing Numerical Rating Score	
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**ATTRIBUTE: TECHNICAL SKILLS**

**Technical Skills Element 1: To what extent does the employee demonstrate safety standards for his/her profession?**

Does not practice safety standards as required for the position. Has had multiple safety violations or has had a violation which showed disregard for policy.	Practices safety standards as required for the position. May have had an accident, but does not show a disregard for policy.	Practices and encourages safety standards from all employees, and serves as a role model for safe working conditions. Has not had any accident in which the employee was found at fault.	Practices safety standards required for the position. Has not had any accident. Encourages safety standards from all employees and serves as a role model for safe working conditions.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

**Technical Skills Element 2: To what degree does the employee demonstrate the knowledge, skills and abilities specified in the job description?**

Lacks the knowledge, skills, and abilities to perform the requirements of the job description.	Understands and demonstrates the knowledge, skills, and abilities required of the job description.	Recognized as understanding and demonstrating the knowledge, skills, and abilities at a level higher than required by the job description.	Recognized as an expert in required knowledge, skills, and abilities.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

**Technical Skills Element 3: To what extent does the employee's work effort result in the desired quality, quantity and timeliness of a work product?**

Assignments are often not completed as scheduled and/or the desired levels of work output are not met.	Assignments are completed on time and as specified. Desired level of quality and quantity are met.	Assignments are completed on or ahead of schedule at the desired level of quality and quantity. If conditions impacting productivity and/or work products are outside the control of the employee, he or she notifies the supervisor in a timely manner.	Assignments are completed ahead of schedule and at a level of quality and quantity well beyond expectations. Ideas and suggestions to improve productivity are offered by the employee and frequently generate positive results.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

Total Technical Skills Rating Score		/	3	=	Technical Skills Numerical Rating Score	
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## ATTRIBUTE: TEAM SKILLS

**Team Skills Element 1: To what degree does the employee understand and value the differences and input of others?**

Does not respect others' points of view. Dismisses different ideas and thoughts as valid. Seldom seeks other viewpoints.	Respects others' points of view and values different opinions.	Values input and ideas. Is sensitive to others' perspectives, experiences and values. Appreciates different points of view.	Actively seeks opinions and inputs from people with varied viewpoints and/or backgrounds to find new approaches to improve current work procedures. Considers all input and ideas.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

**Team Skills Element 2: How consistently does the employee adhere to attendance standards?**

Does not adhere to regular work schedule and overtime as assigned. May frequently arrive late for scheduled start of workday, meetings or assignments. May not adhere to proper call-in procedures. May extend break and meal periods. Does not appear to show any effort to correct condition.	Adheres to regular work schedule and overtime as assigned. Has no unapproved absences.	Consistently observes a regular work schedule and is available to work both scheduled and unscheduled overtime. Readily works during emergencies or responds promptly to calls received at home typifying these actions.	Consistently observes a regular work schedule and is available to work both scheduled and unscheduled overtime. Readily works during emergencies or responds promptly to calls received at home typifying these actions. Willingly changes work hours to fit the needs of the department.
<input type="checkbox"/> <b>Less Than Acceptable - 0</b>	<input type="checkbox"/> <b>Meets - 1</b>	<input type="checkbox"/> <b>Exceeds - 2</b>	<input type="checkbox"/> <b>Outstanding - 3</b>
Comments explaining overall performance rating:			

**Team Skills Element 3: How does the employee conduct himself or herself in the work environment?**

Rarely has positive behaviors with regard to work. Rarely accepts constructive criticism. Rarely demonstrates respect toward others.	Displays positive behaviors with regard to work. Is respectful of others. Does not criticize others (peers, subordinates or supervisors) in an unprofessional manner. Accepts constructive criticism.	Consistently displays positive behaviors with regard to work. Willingly accepts constructive criticism. Is respectful of others. Consistently exhibits a harmonious disposition.	Consistently models positive behaviors as a City representative, both on and off work. Seeks out and acts on constructive criticism. Encourages others to demonstrate a positive work attitude and comply with conduct standards. Demonstrates respect in dealing with others.
<b>[ ] Less Than Acceptable - 0</b>	<b>[ ] Meets - 1</b>	<b>[ ] Exceeds - 2</b>	<b>[ ] Outstanding - 3</b>
Comments explaining overall performance rating:			

**Team Skills Element 4: How does the employee participate in serving on teams, committees, or other duties which are not directly related to his/her job description, if applicable?**

Shows no interest to participate in activities other than the required job duties.	Participates on teams, committees or other duties when requested.	Participates on teams, committees, or other duties and occasionally seeks out opportunities based upon interest of employee.	Actively seeks to participate on teams, committees other duties. Serves as a team leader in some cases.
<b>[ ] Less Than Acceptable - 0</b>	<b>[ ] Meets - 1</b>	<b>[ ] Exceeds - 2</b>	<b>[ ] Outstanding - 3</b>
Comments explaining overall performance rating:			

Total Team Skills Rating Score		/	3 or 4	=	Team Skills Numerical Rating Score	
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## EMPLOYEE DEVELOPMENT

## EMPLOYEE FEEDBACK